PRocess description

Information Technology

Unit name goes here

Continual Service Improvement

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# Purpose

This document is a description of the Continual Service Improvement (CSI) process, designed to give actors within the Process the knowledge and understanding required to carry out their duties in a controlled manner.

## Process Owner

The Process Owner for this process is the Assistant Director Business Engagement and Transformation.

## High Level Overview of the Process



### Goals and Objectives

CSI is concerned with identifying ways in which services and processes can improve in quality, reduce cost or both. CSI must focus on increasing the efficiency, maximising the effectiveness and optimising the costs of Service and the underlying IT Service Management processes. This is done by identifying improvement opportunities throughout the entire Service Lifecycle.

### Key Performance Indicators

|  |  |  |
| --- | --- | --- |
| KPI/Metric | KPI | Definition |
| KPI | Number of Service/Process Reviews carried out | The number of Service/Process reviews carried out as a percentage of those planned. |
| KPI | CSIPs completed on time and to budget | The percentage of CSIPs completed on time and to budget as a percentage of all CSIPs |
| KPI | Number of Full CSI reviews | The number of full CSI reviews, measured against the total number of reviews initiated. |

### Interdependencies

|  |  |  |
| --- | --- | --- |
| PRocess | Internal/External | Dependencies |
| Change Management | Internal | Changes that have a major impact on Services or Processes will trigger the CSI Process. |
| Business Relationship Management (BRM) | Internal | BRM will identify Customer initiatives that will have a material impact on the way Services and Processes operate. This triggers CSI to ensure that the appropriate response can be designed and implemented |
| Service Level Management | Internal | Service Level Management (SLM) provides CSI with performance and conformance statistics and reports on which Services and Processes are reviewed and improvements determined. |
| All Processes | Internal | Through the analysis of performance and conformance metrics, areas for improvement will be identified and then the CSI process initiated to control and manage the response to the improvement need. |

### 

### Roles and Responsibilities

| Role | Role Description |
| --- | --- |
| CSI Process Owner | The Process owner is responsible for ensuring that a process is fit for purpose and the design, and continual improvement of the process and its metrics. The Process Owner also provides a governance role for when a problem becomes blocked within the process. |
| Service/Process Owner | The Service/Process Owner engages with the CSI Process Owner to provide the required performance and conformance data. They are also involved in agreeing any required CSI activities and then implementing the required activities in line with the CSIP. |

### Checklists and Forms

|  |  |
| --- | --- |
| NAme | Link |
| Review Thresholds |  |
| Summary Report Template |  |
| CSI Report Template |  |
| Continual Service Improvement Plan (CSIP) Template |  |

# Detailed Description

## Initial Review

The initial review stage is designed to allow CSI to do some high level analysis to determine whether a full review is required. This is done using thresholds to judge the relative performance of a process. The aim of this sub-process is to make sure that only the Services and Processes that cause (or could cause) concern are reviewed in full. This ensures that the CSI process is not swamped with full reviews and that effort can be focussed on those areas that most need it.



|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| N | Actor | Activity Description | Process input | Process output |
|  | Triggers | There are several possible triggers, including:   * Service/Process failures * New Customer Initiative * Process Owner invocation * Annual review cycle |  |  |
| 1 | Process Owner | SLA/Process metrics are gathered from the relevant owner. | SLA/Process Reports and metrics |  |
| 2 | Process Owner | The metrics are summarised and analysed against the Review Thresholds | Review Thresholds | Summary Report |
| 3 | Process Owner | The conclusions drawn from step 2 are made and decisions to either undertake a full review or not are documented | Summary Report | CSI Report |
|  |  | If the decision to complete a full review has been taken, go to A. If not, continue |  |  |
|  |  | End of Process |  |  |

## Full Service/Process Review & Define Improvements

*This sub-service takes the Services or Processes that have been identified in the initial review stage and submits them to more rigorous analysis, focussed on, but not limited to, the areas highlighted in the CSI Report. The identified improvements are agreed and a Continual Service Improvement Plan (CSIP) is produced to manage the implementation of the improvements in a controlled manner.*



| N | Actor | Activity Description | Process input | Process output |
| --- | --- | --- | --- | --- |
| 1 | Service/Process Owner | Metrics that cover the areas of concern identified during the initial review are gathered | Summary Report  CSI report |  |
| 2 | Service/Process Owner | The metrics are analysed and possible improvements identified |  | List of possible improvements |
| 3 | CSI Process Owner | Along with the Service/Process Owner, the possible improvements are looked at and a list of improvements to be taken forward are agreed | List of possible improvements | List of agreed improvements |
| 4 | Service/Process Owner | The list of agreed improvements are converted into a CSIP with the following information:   * Activity owner * Delivery date * Cost * Benefit * Success Criteria * Priority | List of agreed improvements | CSIP |

## Implement and Monitor CSIP

*This sub-process implements the identified service/process improvements and monitors the progress against the CSIP to ensure that identified improvements are implemented to time and budget.*



|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| N | Actor | Activity Description | Process input | Process output |
| 1 | Service/Process Owner | The activities identified in the CSIP are managed to completion, using the Change Management Process where necessary. | CSIP | Completed activities |
| 2 | CSI Process Owner | Progress against the CSIP is monitored to ensure that it is being delivered as agreed | CSIP  Completed activities |  |
|  |  | Have all activities within the CSIP been completed. If no, return to 1. If yes continue. |  |  |
|  |  | The Process Ends. |  |  |

# Contributors

The following people have contributed to the production of this Process Description, either through involvement in Workshops and/or reviewing the subsequent draft descriptions.

|  |  |
| --- | --- |
| NAme | Name |
| Mark Collett |  |

# Version control

|  |  |  |  |
| --- | --- | --- | --- |
| Version | Reviewed | Approved by | Approval date |
| 0.1 | Mark Collett | - | - |
| 0.2 | - | Mark Collett | 13/07/2015 |
| 1.0 |  | John Leary | 12/08/2015 |

# Next Process review

The next Process Review is scheduled for [***ENTER DATE***]

# Appendix 1

## Service Improvement Plan

*Include a link to the Service Improvement Plan for this Process.*

The following link will take you to the current Service Improvement Plan:

[***ENTER LINK HERE***]

# Appendix 2

## RACI Chart

|  |  |  |
| --- | --- | --- |
| Activity | Process Owner | Service/Process Owner |
| Initial Review | A/R | C |
| Full Review | A/C | R |
| Define Improvements | A/C |  |
| Implement CSIP | A/C | R |
| Monitor CSIP | A/R | C |